

## Employment

### Professor

Department of Management  
Aarhus University  
Aarhus V, Denmark  
4 Jan 2017 → present

### Profesor Honorario

Universidad Nacional de Colombia  
Medellín, Colombia  
30 Sept 2014 → present

## Previous Appointments

**Professor of Strategic Management**, Institute of Management, Faculty of Economics,  
*University of Lugano (USI)*, Lugano, Switzerland, October 2005 – December 2016

**Professor, Management and Systems**, *Cass Business School* (now Bayes Business School),

City University, London, October 1999 – September 2005

**Reader, Management and Systems**, *City University Business School* (now *Bayes Business School*), London, September 1998 – September 1999

**EU Marie Curie Fellow**, Department of Management, *University of Bologna*

April 1996 – April 1998

**Research Fellow**, *London Business School*, January 1992 - March 1996

**Danish Social Science Research Fellow**, Institute of Economics, *Copenhagen Business School*,

November 1988-December 1991

## Education

Ph.D., Institute of Economics, *Copenhagen Business School*, 1992

M.Sc. (Engineering), *The Technical University of Denmark*, 1988

Visiting doctoral student, *London Business School*, September 1989 – August 1990

Special Student, *Sloan School of Management, MIT*, January 1987 - July 1987

## Visiting Positions

*University of Bologna*, autumn 2004,

*Australian Graduate School of Management*, (Sydney) winter 2005

*University of Auckland*, spring 2005,

*University of Lugano* (Switzerland) summer 2005

## Academic Honors

**EMBA Best Teacher Award**, *University of Lugano*, 2019

**Credit Swiss Award For Best Teaching**, *University of Lugano's* annual award for best teaching, April 2010.

**Nominated for the Carolyn Dexter Award**, Academy of Management Meeting, August 2001 (with A. Lomi and J. Freeman)

**Fellow, Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA)** 1999- 2010

**The Goodeve Medal**, British OR Society, awarded for the outstanding paper of the year.

Complementary Modelling Approaches for Analysing Several Effects of Privatisation on Electricity Investment", *Journal of the OR Society*, Vol. 44, No 10, pp 957-971 (1993) (with D. Bunn and K. Vlahos)

## Teaching Experience

### Aarhus University (2017 -

*Organizational Behaviour*, HD, 2017 – (in Danish)  
*Seminar in Organization*, HD, 2017 – (in Danish)  
*Strategic Foresight*, Master elective, 2019 -  
*Strategy*, 3rd semester bachelor. 2017 - 2021 (in Danish and English)  
*Frontiers of Strategy*, Bachelor elective, 2020  
*Strategy*, spring semester, 2018

### University of Lugano (2005-2016)

*Introduction to Strategy* MSc International tourism 2016, 2017  
*Field projects*, MSc International tourism 2016  
*Strategy*, Executive MBA, 2011 - 2020  
*General Management*, Master in Communication, 2006- 2012  
*Strategic Thinking*, Executive Master in Communication, 2013- 2016  
*Advanced Business Strategy*, 3rd year undergraduate course, 2005 – 2016  
*Corporate Strategy*, M.Sc. Communication, M.Sc. Marketing, & M.Sc. Management, core course, 2005 – 2016  
*Business Dynamics*, M.Sc. core course, 2008 – 2016  
*Entrepreneurship and start-up in Technology Industries*, M.Sc. Embedded Systems, 2006 – 2015  
Mentoring *Field projects* (external consulting projects for students), MSc in Management, Marketing, Corporate Communication, and Management and Informatics, 2007, 2010, 2013, 2014  
*Managerial Economics 2*, Core course, MSc Management 2012 - 2014  
*Writing Business Plans*, M.Sc. in Management (mentoring groups), 2009 - 2013  
*Strategic Planning*, Executive Master in Humanitarian Logistic and Management, 2011  
*The Business of Software* B.Sc. Computer Sciences, 2006–2008  
*Operations Management*, MSc Management core course 2006 - 2008  
*Global Market Strategies*, MSc elective, 2006, 2009  
*Business Dynamics and Strategy*, M.Sc. Management and Economics core course, 2005  
*Simulation Based Research*, PhD Course, 2005

### Cass Business School (1998-2005):

*Introduction to Systems*, 1st year undergraduate core course, 2004  
*Operations Management* M.Sc. Management core course, 2004  
*System Dynamics*, 2nd year undergraduate course, 1998 –2004  
*Modeling for Consultants* M.Sc. Management elective course, 2004  
*Business Dynamics*, MBA and EMBA elective, , 1999-2010 (2 or 4 times /year)  
Introduction to Management Research PhD Course, 1999-2003  
*Managerial Decision Making*, MBA Elective, 2003  
*Entrepreneurship: Writing Business Plans*, MBA core course, 1999-2002  
*Systems Thinking* MBA core course, , 1998-2002

### University of Bologna

*System Dynamics*, PhD Course, 1997

### London Business School

*The Art and Science of the Long View*, MBA elective course, 1994,1995.  
*Advanced Business Modeling*, MBA elective and PhD course, 1992-1994

### Copenhagen Business School

*System Dynamics: Mapping and Modeling Business*, graduate course, 1990.

A number of workshops and short courses on strategy, system dynamics, strategic modeling, non-linear dynamics, systems thinking or electricity markets (Master, Ph.D. or executive) at

Copenhagen Business School, Denmark,	The Technical University of Denmark, Denmark
London Business School, UK,	The Judge Institute, University of Cambridge, UK,
University of Bologna, Italy,	The National University of Colombia, Colombia,
University of Economic Sciences, Budapest	School of Engineering, City University, UK,
University of Lausanne, Switzerland,	Monterrey Inst. of Technology (ITEMS), Mexico.,
University of Warwick, UK,	EPFL, Switzerland,
University of Auckland, New Zealand,	University of Italian Switzerland, Lugano

## Open or longer company specific executive courses

Strategy and Organization of the Electricity Sector”, 5 day executive course at Dept. of Management, Aarhus University for “Electricity Company”, 2018, 2019  
“Systems Thinking and Scenario Analysis” 5 day executive course at Dept. of Management, Aarhus University for Electricity Company”, 2017, 2019  
“The Economics, Regulation and Strategy of Deregulation” 5-day executive course (repeated 3 times), Abuja, Nigeria, 2007, (110 senior managers – from the electricity industry, Ministry of Energy and Regulatory Commission)  
“Understanding a Deregulated Electricity Industry”, 3-day executive course, Abuja, Nigeria, 2005 (35 senior managers)  
“Systems Thinking and Strategic Modelling”, 5-day executive course, twice yearly, London Business School, 1989 - 2002.  
“Modelling and Managing Competitive Electricity Markets”, 4-day executive course, London Business School, once yearly, 1998 - 2002.  
“Managing the Dynamics of Strategy Design” Part of “Management Essentials for the High Potential Executive”, Stern School of Business, New York University, once yearly 1999 – 2001.  
“Modelling Strategies” 2-day executive course, City University Business School, 2002.

## Supervision and Examination

11 ongoing or completed PhD students

*External or Internal Examiner (Ph.D.) at:*

Aarhus University, University of Lausanne; University of Lugano, Cass Business School, ETH, Imperial College, London Business School, University of Southern Denmark, National University of Colombia, Copenhagen Business School.

*Supervision of Bachelor and Master students*

A number of Undergraduate thesis (35), Master thesis (5), EMBA (2) and HD thesis (18) at Aarhus University, 2017 -  
A number of PhD (internal) year papers, Aarhus University 2018 -  
A large number of Master thesis's (120+), EMBA (8) and undergraduate thesis(180+) at University of Lugano 2005 -2017.  
A large number of Master thesis's (MBA &EMBA - 35+), undergraduate thesis (90+) and (internal) PhD transfer panels(25+) at Cass Business School 1998-2005.

## Academic Administration

*Aarhus University*

Member of the Departmental Research Committee 2019 - 2023  
Member the University “Internal Review Board” (IRB) 2018-2021  
BSS Faculty Reviewer for major Research Applications 2018- 2023

*University of Lugano*

*Institute of Management, coordinator-* responsible for teaching, academic planning and development, built the management group from 0.66 FTE to 8 faculty members in the first 6 years and 10 by 2014, 2006 – 2014  
*Course Director*, MSc in Management, 2005 – 2014 (redesigned the degree and increased the students from 8 to 99 a year). Including, development, planning, staffing, pastoral care and responsibility for organizing up to 20 external consultancy projects a year for 4<sup>th</sup> semester students.  
*Initiator, Designer and Co-Director* for the USI Executive MBA degree, 2010 - 2015  
*Co-Designer and Co-Director* Master in Management and Informatics, two-year Bologna master, between Faculty of Economics and Faculty of Informatics, 2011 – 2014  
*Member*, University Tenure and Promotion Committee, 2011-2013, *three-year fixed term*  
*Vice-Dean (Research and Strategy)*, Faculty of Economics, 2009-2013, *four-year fixed term*  
*Executive Master in Humanitarian Logistics and Management, 2007/2008 Part of the (2 people) design and implementation team, on the steering-committee from 2008 – 2011*

*Cass Business School*

*Subject Leader*: Responsible for the areas of Quantitative Methods, Operations Management and Operational Research, 2001 – 2004 (incl. teaching planning, academic development, hiring etc.)

*Course Director, BSc in Management*, 2003-2004. (18 months - responsible for getting the degree back to a high standard after major problems in 2002-2003, total of 180 students, increased applications with 70% in 2004)

*Director of the Ph.D. Program*, 1999-2002 (responsible for 110+ Ph.D. students, program ranked 16<sup>th</sup> in the world by Financial Times in January 2002)

*Third Year Tutor*, B.Sc. in Management and Systems, 1998 – 2002 (responsible for 50+ undergraduate third year students incl. electives, dissertations, pastoral care etc. program ranked 1<sup>st</sup> in Business education in the UK by the Guardian 2001)

*Senior Research Tutor*, Dept. of Management Systems and Information, *City University Business School* 1998-2001

*Member of*

- Board of Studies, 1999- 2005
- Courses committee, 2002 – 2004
- Research Committee, 1999-2003
- Management Advisory Board, 2000-2001 (closed after restructuring)

## Other Academic Administrative Related Experiences

External evaluation of ten BA/MSc. management degrees in Lithuania for SKVC, the Lithuania Ministry of Education, May-June 2023

Member of the Advisory Board for the Interdisciplinary Center for Organizational Architecture, ICOA, *University of Aarhus*, Denmark, 2012-2015

Chair / member of appointment committees for positions in Management and Organization, Operations Management and Corporate Communication, *University of Lugano*, 2007-2016

Chair for a number of promotion committees (internal promotion to senior assistant professor, associate professor, and professor) *University of Lugano*, 2007- 2016

Chair/Member of appointments committees for a number of academic positions in Strategy, Operations Management, Quantitative Methods and HRM at *Cass Business School*, City University, 1999-2005

Member of a number of promotion boards (internal promotions to senior lecturer, reader and professor) at *Cass Business School*, City University, 1999 - 2005

Member of the Research Committee for the Doctor in Business Administration, *Edinburgh Business School*, Herriot Watt University. 2003 - 2005

External evaluation of the Management Department, *University College Dublin*, Dublin. Appointed by Irish National University. 2002/2003

## Academic Research Grants

*Patterns of Interaction*, **Danish Research Council**, 2021-2023, € 700.000 (with D. Haakonsson, G Carnebuci, E. Quintain, C Parkinson)

*Energetica 2030*, part of WP 6 and 7 together with National University of Colombia, Funded by **ISA**, Overall Grant USD 7. Mill.

*Periscope – Platform for Expanding Regional Innovations Scope* funded by **EU Interreg**, 2017-2021, took over responsibility for Aarhus University's part of the project in the second year. Aarhus University share € 600.000 plus additional € 100.000 in 2020 and € 40,000 in 2021.

*Co-evolution of electricity markets and their regulation*, **Swiss National Science Foundation**, 2016-2020, CHF 370.336 (with A. van Ackere)

Security of Supply in Electricity: An integrated Approach II Interdisciplinary project: **Swiss National Science Foundation**, 2015-2016, CHF 63.000 (With Ann van Ackere and Rico Maggi)

*Security of Supply in Electricity: An integrated Approach* Interdisciplinary project: **Swiss National Science Foundation**, 2012-2015, CHF 325.000. (With Ann van Ackere and Rico Maggi)

**Behavioural Aspects of Queuing Theory II** **Swiss National Science Foundation**, 2009-2011, CHF 223.000 (with A. van Ackere)

Behavioural Aspects of Queuing Theory **Swiss National Science Foundation**, 2007-2009 CHF 170.000 (with A. van Ackere)

Resource Partitioning and the Limits to Growth of Organizational Population, **Swiss National Science Foundation**, 2006-2008, CHF 80.000 (with A. Lomi)

Where do Industry Boundaries Come From? Exploring the Network Dynamics of Mergers and Acquisitions in the International Electricity Industry, **European Science Foundation** 2006-2009, CHF 255.000 (with A. Lomi)

*Entrepreneurship growth and management games*, **Kaufman Foundation**, 1999, US\$ 40.000 (with J. Freeman and A. Lomi)

*Designing Regulatory Frameworks*, (Marie Curie Fellowship) **EU**, 1996-1998, € 85.000

*Computational Organizational Theory*, **Danish Social Science Research Council**, 1993-1994, € 42.000

*Complexity in Economics*, **Danish Social Science Research Council**, 1989-1991, € 130.000

## Government Funded Projects

Scenarios and models for Critical Minerals , part of National University of Colombia team, funded by **UPME** (Government of Colombia) 2023, US\$ 170.000

Project Development for GeoHit. Funded by **Region Midt-Jylland** (Danish Government) 2012-2014 (with and K. Schipper), CHF 410.000.

Scenarios for The evolution of the Colombian Mining Sector, Funded by **UPME** (Government of Colombia) 2013-2014 (with the National University of Colombia), US\$ 250.000

Futures for Sustainable Energy in Colombia: Scenario Analysis. Funded by **Government of Columbia and The World Bank** 1999-2000 (with Karios Futures, Sweden and the National University of Colombia), US\$ 750,000

## Other Activities

Co-organizer of Workshop: Patterns of Interaction; Emergence and Consequences, Sandbjerg, August 25-27, 2023

Co-organizer of the JOD & ICOA conference on New Trends in Organizations Design, Sandbjerg, May 20-31, 2018

Co-organizer of a two-day workshop on Modelling the future of electricity, HEC, University of Lausanne, December 2009

Co-organizer of 12-day summer school on Aspects of Complexity. Bertinoro, Italy, July 17-28, 2005

Co-organizer of a one-day workshop on Deregulation and Competition in the Electricity Industry. Cass Business School July 22, 2004

Member of the System Dynamics Society's Policy Council, 1995 - 1998

Core member of EULAFER, South America – Europe Energy Network, funded by the European Union, 1995-2002

Organizer of one-day workshop "Privatization and Competition: learning from the British experience". University of Bologna, October 25, 1996

Co-organizer of London Business School / IFORS 3-day Conference: Energy Modelling for Policy and Planning, July 18-20, 1995, London Business School, UK.

Member of the Program Review Committee for the 1994 Int. System Dynamics Conference, Stirling, Scotland.

Organizer of a one-day workshop in Copenhagen on Chaos and Financial Markets, April 29, 1992.

Co-organizer of SCS's The 1991 European Simulation Multi-conference, Copenhagen, June 17-19, 1991.

### **Executive Training and Consulting**

Sectors: energy, electricity, entertainment, broadcasting, consulting, banking and insurance, manufacturing, governments, international organizations

Countries: UK, Norway, Switzerland, Colombia, Italy, Nigeria, US, Denmark, Argentina, Spain, Holland, Portugal